

CPYRGHT



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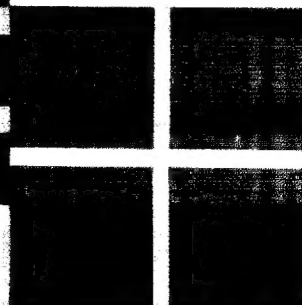
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CPYRGHT



THIS ISSUE:

THE  
SUPPORT  
SCHOOL



CPYRGHT



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# OTR BULLETIN



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JUNE 1967

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## IN THIS ISSUE

The Support School is featured in the sixth article in the series "OTR as a Support Organization." This starts on page 15.

An announcement of the expansion of the orientation program for employees selected for long-term external training is made on page 1.

OTR courses scheduled so far in June, July, August, and September are listed beginning on page 5.

The completion of a review and revision of the "thumbnail" course descriptions following the "OTR Calendar" is reflected on pages 9 through 14.

The schedule of FSI's area and country seminars for the last half of 1967 is published on page 31.

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# BULLETIN BOARD

## ORIENTATION FOR EMPLOYEES SELECTED FOR EXTERNAL TRAINING

The 27 - 29 June program announced for 1967-68 participants in Senior Officers Schools has been extended to include also those officers selected to attend other long-range educational and training programs. Winners of the National Institute of Public Affairs Career Education Award, nominees for the Midcareer Educational Program in Systematic Analysis, and the Agency designee to Harvard's Program for Management Development will also be included. Other employees approved for a semester or more of full-time academic training will attend a similar orientation on Thursday, 3 August.

## INTRODUCTION TO COMMUNISM

It has been necessary to cancel the 3 - 14 July running of Introduction to Communism. This course has been rescheduled for 11 - 22 September and again 25 September - 6 October to accommodate as many as possible of those who by those dates will have completed Introduction to Intelligence, the companion program which makes up the Intelligence Orientation Course.

## NATIONAL INTERDEPART- MENTAL SEMINAR

The next session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 10 July to 4 August. This seminar, attendance at which is a prerequisite to assignment of CS officers to key positions in underdeveloped countries, emphasizes the "country team" concept of approaching the problems of modernizing societies beset by active or potential communist-inspired insurgency. The annual interagency conference which evaluates the currency and effectiveness of this course is taking place -- with CIA participation -- 19 - 21 June. Subsequent 1967 dates of the NIS are 5 - 29 September and 23 October - 17 November.

ADP  
ORIENTATION

Because of the inability to reschedule many of the speakers who have made the OTR Support School's ADP Orientation so attractive, the 25 - 27 July running of that course has been cancelled. The 13 - 15 June running has been postponed one week, to 20 - 22 June. It is hoped that as many as possible may be accommodated at that time. The course will be scheduled next in late September, on dates yet to be fixed.

OFF-CAMPUS  
PROGRAMS

Instructors are needed for the Fall sessions of the American University and George Washington University Off-Campus Programs at the Agency. Employees who wish to be considered should call the Registrar's office, extension [REDACTED]. It is expected that a list of courses to be offered will be published in the July-August Bulletin.

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PROGRAM  
IN  
DEVELOPMENT  
DIPLOMACY

The Fletcher School of Law and Diplomacy, Tufts University, is inaugurating in September 1967 a program of teaching and research in international development studies. A total of twelve American and six foreign graduate students will be admitted the first year. The entire two-year program is made up of interlocking activities in economics, political science, diplomatic history, international law, and regional studies, and it is intended to provide professional education for diplomats and to prepare graduate students for careers in the economic and social development of less-developed countries. Specialized courses of instruction at the school are supplemented by research and policy studies on the relations among developed and less-developed countries. The program is designed to serve also as midcareer training for Government officers actively concerned with the processes of modernization in less-developed areas of Asia, Africa, and Latin America, and a one-year program tailored to individual requirements could be arranged. A limited number of Development Diplomacy fellowships are available to students admitted to the full program. Further information may be obtained through the OTR Registrar's office, extension [REDACTED].

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CLERICAL  
TRAINING  
AND  
TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

3 July - 28 July  
7 August - 1 September  
11 September - 6 October

Before employees take either course, or both, they are required to take pretests, which are given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take.

Pretests are scheduled as follows:

Typing : 28 June, 2 August, 6 September  
Shorthand: 29 June, 3 August, 7 September

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension [REDACTED] Tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of results of the tests.

Tests will be given on: 12 June, 26 June, 17 July,  
31 July, 21 August, 5 September,  
25 September

Applicants report to Room 416, Ames Building.

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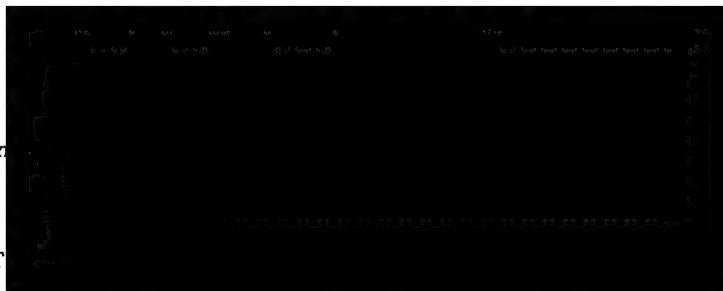
TRAINING  
PERSONNEL

Recently designated Training Officers are:

O/DCI  
DDI

Training

O/DCI  
DDI  
DDS&T



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EDITING  
TRAINING  
FILMS

Is the training film you are using interlarded with irrelevant footage? Keep in mind that the Audio Aids Section of the Instructional Services Branch in OTR can trim film to just the parts you want to use. Similarly, excerpts from other films can be added as needed to elaborate or reinforce the points desired. AAS has all the necessary facilities for editing films so that they will deliver the instructor's message, fully but without superfluity.

STUDY  
SKILLS  
SUMMER  
SESSION

The Graduate School, U. S. Department of Agriculture, is offering a Special Skills Summer Session during which college-bound students may sharpen their basic skills in reading, writing, listening, and notetaking before entering or returning to college. Not a remedial program, this is an intensive 48-hour course designed to enhance the academic career of any student. Participants spend 3 hours in reading, 2 hours in effective writing, 2 hours in stenoscrypt, and 1 hour in effective listening -- a total of 8 hours -- each week for six weeks. The classes meet Mondays and Wednesdays from 9:30 to 11:30 a. m. and from 1 to 3 p. m. during the period 10 July through 16 August. Cost: \$98.

ORGANIZATIONS  
SERVING  
FOREIGN  
VISITORS

A "National Directory of Community Organizations Serving Short-term International Visitors," with an appendix on private national programming agencies, is available for reference in the OTR Registrar's office, Room 832, 1000 N. Glebe Road. This publication, compiled by the National Council for Community Services to International Visitors, is intended to facilitate arrangements for services to visitors with serious professional objectives, whose itineraries bring them to various communities throughout the United States.



## OTR CALENDAR

### JUNE

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Administrative Procedures	12 - 16 Jun; 19 - 23 Jun
ADP Orientation	20 - 22 Jun
Air Operations	12 Jun - 7 Jul
Chiefs of Station Seminar	19 - 30 Jun
CIA Review	13 Jun
Covert Action Operations Seminar	25 - 28 Jun
CS Records I (for CS CTs)	5 - 7 Jun
CS Records II (for CS CTs)	8 - 13 Jun
Field Finance and Logistics	12 - 30 Jun
Grid (for non-CS CTs)	5 - 9 Jun
Information Reporting, Reports, and Requirements	5 - 23 Jun
Information Reports Familiarization	26 - 30 Jun
Intelligence Production (for CTs)	12 Jun - 11 Aug
Introduction to Communism	5 - 16 Jun
Introduction to Intelligence	19 - 30 Jun
<div></div>	5 - 23 Jun
Orientation for Overseas	6 - 7 Jun
Program for Representatives at Senior Officers	
Schools	27 - 29 Jun
Soviet Bloc Operations	5 - 16 Jun
Support Services (for CTs)	12 Jun - 28 Jul
Support Services Review: Trends and Highlights	6 - 9 Jun
Vietnam Orientation	19 - 23 Jun
Writing Workshop (Intermediate) (for NPIC)	6 - 29 Jun

JULY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Challenge of Worldwide Communism (for CTs)	24 Jul - 11 Aug
China Familiarization	31 Jul - 4 Aug
CIA Review	11 Jul
Clerical Refresher	3 - 28 Jul
CS Records I	24, 26, 28 Jul
CS Records II	31 Jul - 4 Aug
Field Finance and Logistics	17 Jul - 4 Aug
Information Reports Familiarization	10 - 14 Jul; 17 - 21 Jul
Intelligence Techniques (for CTs)	24 Jul - 11 Aug
Introduction to Intelligence	31 Jul - 11 Aug
Languages	31 Jul (begin)
Midcareer Executive Development	9 Jul - 18 Aug
Orientation for Overseas	5 - 6 Jul
Orientation to Intelligence (for CTs)	10 - 21 Jul
Vietnam Orientation	24 - 28 Jul

AUGUST

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Challenge of Worldwide Communism (for CTs)	14 Aug - 1 Sep
CIA Review	8 Aug
Clerical Refresher	7 Aug - 1 Sep
CS Records III	7 - 8 Aug
Intelligence Techniques (for CTs)	21 Aug - 8 Sep
Orientation for Overseas	1 - 2 Aug
Special Operations	21 Aug - 20 Oct
Vietnam Orientation	28 Aug - 1 Sep

SEPTEMBER

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

CIA Review	12 Sep
Clerical Refresher	11 Sep - 6 Oct
Field Finance and Logistics	11 - 29 Sep
Introduction to Communism	11 - 22 Sep
Introduction to Communism	25 Sep - 6 Oct
JCS-DIA Orientation	26 - 27 Sep
Operations Familiarization	5 - 29 Sep
Orientation for Overseas	5 - 6 Sep
Support Services Review: Trends and Highlights	12 - 15 Sep
Writing Workshop (Basic)	19 Sep - 12 Oct
Writing Workshop (Intermediate)	18 Sep - 11 Oct

## OTR COURSES Scheduled on OTR Calendar

### Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

### ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

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### Challenge of Worldwide Communism (3 wks - all day)

For Career Trainees. The historical development of the USSR and Communist China is reviewed, together with an examination of the doctrine, organization, and operations of the communist movement throughout the world.

### Chiefs of Station Seminar (2 wks - all day)

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18.

### China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent developments affecting the Agency's organization and mission at the NSC, USIB, and Agency levels. Includes the security reindoctrination lecture.

Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

Clerical Refresher (4 wks - morning)

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

**Covert Action Operations Seminar (3 1/2 days - all day)**

For middle- and senior-grade CS staff officers involved in conducting, directing, or supporting covert action operations from Headquarters or in the field, and for other staff officers needing orientation in the CA area. The rationale of CA operations is explained; the variety and scope of CA activities and the criteria for determining the appropriateness of specific types of activity under differing circumstances are demonstrated; and the most frequent problems encountered while conducting or supporting CA operations are introduced.

**Field Finance and Logistics (3 wks - all day)**

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station.

**Grid (1 wk - all day)**

For Career Trainees. The subject of interpersonal relationships is examined.

**Information Reporting, Reports, and Requirements (3 wks - all day)**

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

**Information Reports Familiarization (1 wk - all day)**

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

**Intelligence Production (9 wks - all day)**

For Career Trainees. Provides specific training in and familiarization with various techniques and skills required to produce intelligence.

**Intelligence Techniques (3 wks - all day)**

For Career Trainees. Provides instruction and practice in Agency techniques used in the production of finished intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For new professional employees. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes discussion of the fundamentals of American beliefs and practices.

JCS-DIA Orientation (2 days - all day)

A semi-annual orientation on CIA by the Agency's senior officials for selected officers and civilians of the JCS, DIA, and the military services.

Midcareer Executive Development (6 wks - all day - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management. Admission requires TSB action.

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Operations Familiarization (4 wks - all day)

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.



Orientation for Overseas (2 days - all day)

For employees (and dependents) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and effective working relationships with people of other cultures.

Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community and its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Program for Representatives at Senior Officers Schools (3 days - all day)

Given annually for Agency representatives selected by TSB for attendance at Senior Officers Schools. Updates on significant developments affecting the Agency; includes instruction in techniques of briefing and in conducting seminars; provides an opportunity to meet recent senior officers school graduates and senior officials of the Agency.

Soviet Bloc Operations (2 wks - all day)

For CS officers and intelligence assistants. Provides an orientation on the special nature of the Soviet Bloc as a CS target. Required for those preparing for field assignments in which substantial time will be devoted to the Soviet Bloc target. Headquarters employees engaged in activities against the Soviet Bloc will be admitted on a space-available basis.

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Support Services (7 wks - all day)

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments.

Support Services Review: Trends and Highlights (3 1/2 days - all day at [REDACTED])

For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

Vietnam Orientation (1 wk - all day)

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a view to increasing capabilities for planning, supporting, and conducting operations.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

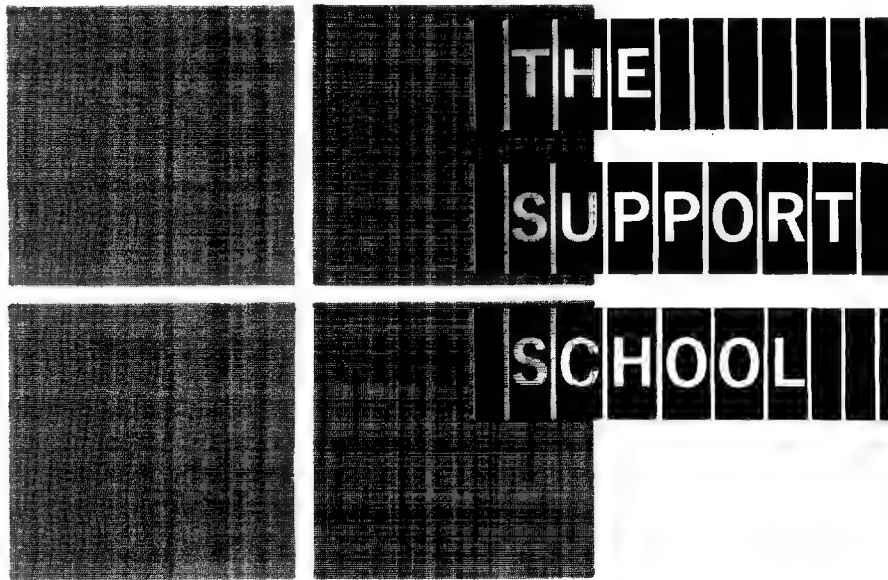
Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

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OTR as a Support Organization:



The rationale which led to the establishment in April 1966 of the Office of Training's Support School was characterized primarily by its organizational and functional nature. First, it was intended to bring together under a single administrative unit those courses concerned with activities which are not related specifically to the collection or production of intelligence but which are of common concern to all elements of the Agency. Second, such a school seemed the appropriate administrative abode for those courses of special concern to the Deputy Director for Support and the offices within his Directorate. Thus, the School is responsible for training in management and supervision, training for midcareerists, and training for clerical personnel -- all matters of concern to the entire Agency; it is also responsible for training in the techniques of finance, in logistics, and in other support services for Career Trainees. Further, it conducts a program which highlights for officers of the Support Services the significant trends in that Directorate.

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Training responsibilities are divided among four staffs. The Management Training Faculty provides courses in management and supervision, including orientation in automatic data processing. (It is preparing an Advanced Management Course which will treat problems of planning and maximum use of resources.) The Clerical Training Faculty provides general instruction for clerical employees when they enter on duty in the Agency as well as specialized training just prior to their assignment to a specific job; it provides refresher training in typewriting and shorthand for incumbent clerical employees, and it administers the Agency's qualifications tests in clerical skills. The Support Services Faculty administers the courses in finance and logistics, in support services, and the Support Services Review: Trends and Highlights. The Midcareer Executive Development Staff is responsible for the Midcareer Executive Development Course.

Although the bulk of the training provided by the Support School is presented through the formal courses described on the following pages, arrangements can be made for tailoring the subject matter of the courses to the needs of particular offices or for presenting it on a tutorial basis, notably in the areas of clerical and support services training.

## MANAGEMENT TRAINING FACULTY

Training in supervision and management has been given in the Agency since 1954. During this time this training has undergone many changes in an effort to keep up with the best thinking in the field and the most effective techniques of instruction.

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In conducting management and supervisory training the faculty has proceeded from the following assumptions: Managers ought to manage. Some do not do as well as they might. Intuition, commonsense, or specialized or on-the-job experience may not be enough. A short formal course cannot make a person an effective manager, but it can get him to think about management and his own way of going about it. Such a course cannot give specific application and rules of thumb for each person's situation-- each has to relate principles to his own practices. The best learning takes place in an active situation, with a free exchange of ideas and no evaluations of performance.

At the present time, four courses are being offered on a regular basis: Supervision, Management, the Managerial Grid, and Automatic Data Processing Orientation.

#### SUPERVISION

First-level supervisors in grades GS-5 through GS-10 from all Agency components are eligible to attend this one-week course. A limited number of employees anticipating supervisory assignments may also attend.

The objectives of the course are:

- a. To explore current thinking on the "role of the supervisor" in terms of: 1) personal behavior; 2) organizational and individual needs; and 3) responsibility toward those whom they supervise;
- b. To provide guidance, materials, and a proper setting so that the student may experience and examine interpersonal and intergroup dynamics;
- c. To encourage planning, creativity, improvisation, and economy on the part of the supervisor as he views and executes his work.

The emphasis in the Supervision Course is on involvement of the participants, individually and in teams. They are engaged in some form of individual or group activity during two-thirds of the course; the remaining third is made up of lectures, class discussions, and films.

## MANAGEMENT

This is a one-week program for persons currently in an assignment that involves the management of supervisors or other managers. It is for employees in grades GS-11 through GS-14.

The Management Course is concerned primarily with the problems of getting work done through people. Its objective is to point the way toward more effective management by providing participants an opportunity to acquire:

- a. Knowledge of various theories and concepts of management -- scientific management, human relations, theories x and y, motivation, the managerial grid;
- b. Skills used by effective managers -- listening and communicating, problem-solving and decision-making, perception, teamwork;
- c. Attitudes and insights for clearer understanding -- about one's own assumptions and values, about people, and about work.

The course is designed to promote a maximum amount of individual involvement through the team approach to solutions to problems, through role-playing, and through active exercises, in the belief that participants are thus enabled not only to examine their own attitudes about management and about people but also to have an opportunity to practice basic managerial skills.

## THE MANAGERIAL GRID SEMINAR

This seminar is an intensive one-week presentation designed and copyrighted by a private management firm. It is offered twice a year for senior officers in grades GS-15 and above, and three or four times a year for officers at the GS-14 level. The Grid Seminar is a regular feature of the Midcareer Executive Development Course; it has been given to a number of Career Trainees. It was also given to the entire Office of Finance on an experimental basis.

Objectives of the Grid are to aid participants to learn the managerial theories contained in the Grid, understand their personal managerial styles in Grid terms, evaluate convictions about managerial values, develop team-action skills, increase candidness of communication, strengthen the use of critique for problem-solving and learning, and acquire an appreciation of "organization culture and development."

A Grid Seminar is not "taught" in the usual sense. Participants must complete from twenty to twenty-five hours of reading and exercises before the seminar is convened. During the seminar and after being formed into teams, participants are involved in a number of problem-solving exercises. Various measuring devices are used to evaluate effectiveness. Critique sessions are directed so that each participant can understand how he might change his own behavior to increase his effectiveness in solving problems confronting him as a manager. Thus, he is not told the best way to manage, but he learns by convincing himself.

#### ADP ORIENTATION

This is a three-day orientation course for users or potential users of computer systems and other automatic data processing systems, particularly in their application to the Agency's management of information. It is not a course in programming; it is not a course for professional data processing personnel, nor is it a course for the senior manager. It is intended to provide an understanding of the use of computers.

As an orientation it is intended:

To arouse people's curiosity about computers and to stimulate their thinking about what ADP might do for them;

To provide the concepts and vocabulary needed in exchanges on or communications about the use of computers;

To provide a basic understanding of what a computer system is, how it works, and what it can and cannot do;

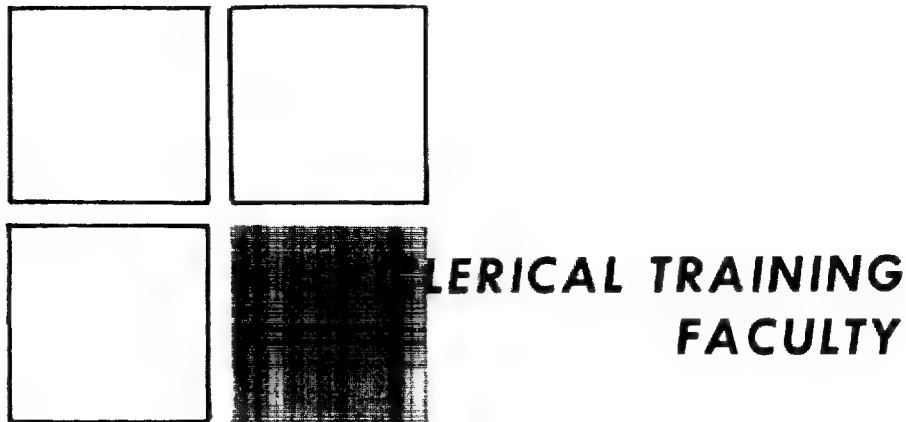
To give an understanding of the needs, problems, and procedures of ADP personnel;

To clarify the roles of the user, the ADP specialist, and the manager in computer applications;

To acquaint employees with the uses of computers in CIA and the outside world and to give a glimpse at future probabilities;

To offer an opportunity for "hands-on" experience with remote terminals at the R&D Computer Laboratory.

Attendance at each orientation is limited to forty-five. There are approximately six runnings each year.



The Clerical Training Faculty has responsibility for three instructional programs for the Agency's clerical personnel: Induction Training which is given at the time these employees enter on duty but remain in an "uncleared" status; Orientation Training given after security and other clearances are complete and immediately preceding Agency assignment; and Refresher Training, available at any time it is required after employees are assigned to an Agency office. Although admission to the Induction and Orientation training is part of the entry-on-duty routine and no individual action is necessary to effect registration, admission to Refresher Training requires submission of a Form 73, "Request for Internal Training."

#### INDUCTION TRAINING

Induction Training has been required for clerical employees since 1951. It is given weekly and stresses the development of speed or remedial training in shorthand or typewriting, or both, for those who fail to meet the Agency's standards in these skills. In addition, it includes a review of English grammar and punctuation, as well as methods of caring for and maintaining a typewriter; a survey of the geography and politics of Asia and Europe; and an introduction to the Agency's filing system, duplication processes, and related office practices.



#### CLERICAL ORIENTATION

The Clerical Orientation program is available from Tuesday morning through Friday noon every week, except during the Christmas holiday week. It deals with basic information which new clerical employees should have regardless of the Directorate to which they are assigned. The information is broad. There is an orientation on the Agency, showing CIA's organization and general functions and its position in the Intelligence Community. This is followed by presentations on the Agency's mailing procedures, preparation of correspondence, telephone techniques, office protocol, and maintenance of time-and-attendance records.

#### CLERICAL REFRESHER COURSE

Refresher Training is for Agency employees who need assistance in rebuilding typewriting or shorthand skills, or who require instruction to remedy faults related to these skills. This four-week program is given part-time, an hour and a half each morning for shorthand and an hour each morning for typing. Preliminary tests are required for either subject. The results are used by the instructors to determine the level of refresher training each individual should have.

Two levels of shorthand instruction are available: intermediate or advanced. The goals at both levels are to build and stabilize shorthand skill to enhance ability to take "Agency-type" dictation, and to review procedures applicable to various types of Agency correspondence. To be accepted at the intermediate level, an individual must perform at the rate of at least sixty words a minute, the transcription showing no more than twelve errors; at the advanced level, the test rating must be at least seventy words a minute, transcribed with not more than eight errors. It should be noted that the test an individual takes to meet the Agency's standards in shorthand is given to individuals at the advanced class level, not the intermediate level. To qualify requires the ability to take three minutes of dictation at eighty words a minute and transcribe the material in twenty minutes with no more than five errors.

Typewriting review is designed to help persons who already know the touch system but whose speed is low, or to help those with a better-than-average speed but with an error count too high for an acceptable product. In this course, too, the employee can take the Agency's qualifying test in typewriting.

#### OTHER TRAINING

In addition to the regular courses, the Clerical Training Faculty offers special instruction in response to requests for tailored versions of the Orientation program.

It also offers, as required, a typewriting course, at the basic level, for professional employees of the Agency. This is given before working hours, an hour each day for six weeks.

The faculty is currently testing the feasibility of programmed instruction in typewriting. Career Trainees who do not have the level of the skill required for their basic training are utilizing this approach.

#### TESTING

As noted previously, the Clerical Training Faculty administers the Agency's qualifications tests for specific skills. In addition to tests given at the time a person applies for employment at the Agency, or in conjunction with training programs, tests are available to established employees who may wish to record officially further qualifications.

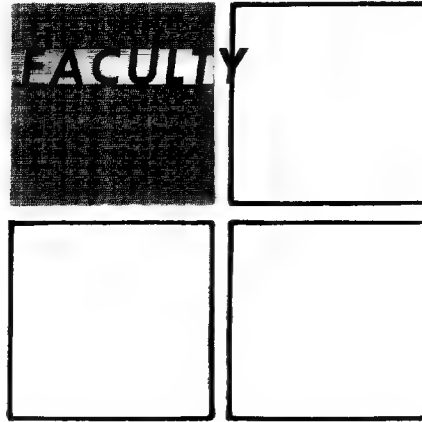
Tests given to local persons applying for clerical employment with the Agency are the Short Employment Test (which measures verbal, numerical, and clerical aptitude), tests to measure card-punch operator aptitude or ability as an IBM programmer, and typewriting and shorthand tests. These are given on any work day.

Clerical employees starting their Agency employment are tested the second day after they enter on duty. They are given typewriting or shorthand tests, or both, depending on their position classification. Results of these tests are sent to the Office of Personnel; anyone who fails to attain Agency standards must attend Induction classes in the deficient subjects.

Tests in typewriting and shorthand are also available to employees already on duty. Arrangements for these tests, which are given on two Mondays in every five-week period, are made by Personnel Officers or Training Officers, to whom the results are forwarded.

All clerical training and testing is conducted in the Ames Building. The central office is in Room 402.

## SUPPORT SERVICES FACULTY



The Support Services Faculty, most nearly of all the elements in OTR's Support School, responds specifically to the training requirements of the Support Services. At present the faculty consists of one careerist each from Training, Finance, Logistics, and Support. It handles three regular courses in addition to a substantial number of tutorial courses.

### FIELD FINANCE AND LOGISTICS

This is a three-week course to prepare administrative and support assistants to assume either, or both, finance and logistics responsibilities at Class B or C or Type II or III stations or bases. The course includes a familiarization with regulatory provisions and with their application to typical cases. Subjects covered in the finance phase are custodial responsibilities, field financial management, and the maintenance of appropriate financial records. The logistics phase deals with overseas housing, vehicle management, shipment and storage of household effects, and the procurement, recording, and disposition of property. Practical exercises include the preparation of a simulated voucher for foreign travel. It is possible to take either the finance phase or the logistical phase separately. Applicants should be anticipating an overseas assignment with finance or logistics responsibilities.

## SUPPORT SERVICES

Career Trainees who have been selected for assignment to the Support Services receive this seven-week course to acquaint them with the organization and missions of the various components of that Directorate. Because of the diversity of specializations in the Support Services, the course does not try to train specialists but concentrates on general preparation and on specific training for those who will be assigned as support officers at small or medium stations.

The course includes a general orientation on the activities of the various Support Offices and training in specific skills in the financial administration of a Class B station and in property administration at a Type II station. The participant is given an opportunity to examine and solve problems in the fields of personnel and security work; he is also given a chance to see different types of communications facilities in the Washington area. The final week of the course is a comprehensive problem which simulates the support work at an overseas station.

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## SUPPORT SERVICES REVIEW: TRENDS AND HIGHLIGHTS

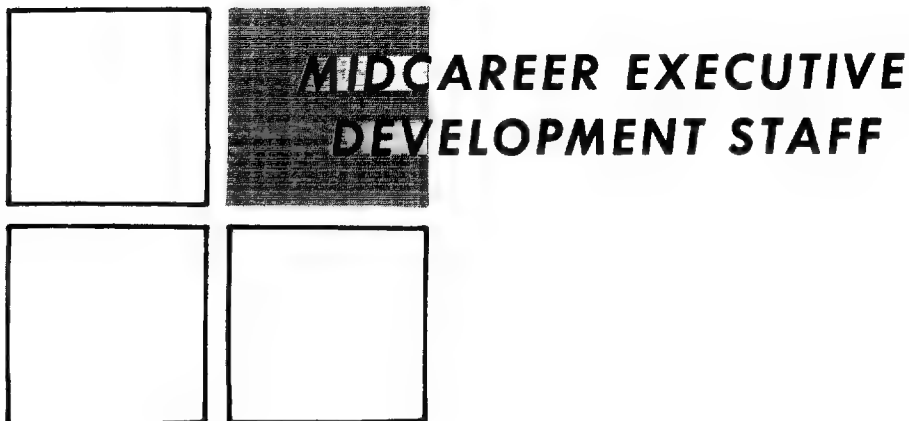
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This three-and-a-half-day course, given at [REDACTED] is designed especially for professional careerists in the Support Services in grades GS-9 through GS-15. Developed at the specific request of the Deputy Director for Support, it is intended to accomplish two major objectives: to permit persons from the different Offices to learn more about what goes on in components other than their own; and to permit persons from the different Offices to get to know one another personally.

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Participants are exposed to some of the more interesting aspects of the Agency's support activity. Attention is centered on significant trends and developments in the Support Services rather than on organization and mission. Officers from the major elements present their respective subjects, including presentations on ADP, records management, and planning-programming-budgeting. A special feature is a demonstration of communications gear and research [REDACTED]

Enrollment is limited to fifty from the Support Services. In addition, three spaces each are allotted to the Office of the Director and to those officers who are in other Directorates but whose responsibilities directly relate to support.



25X1A The Midcareer Executive Development Course was inaugurated in October 1963. The course, popularly known as the Midcareer Course, resulted from the intense interest of the then Deputy Director of CIA, the Executive Director, and the Director of Training. Established initially by the provisions of Headquarters Notice [REDACTED] of 29 March 1963, it is conducted at present under authority of Headquarters Regulation [REDACTED] of 3 June 1965. 25X1A

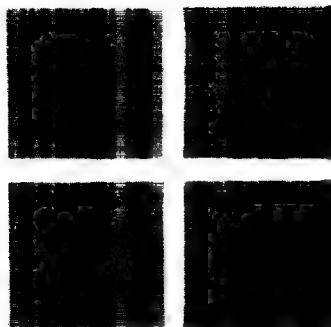
25X1A The course is open only to officers selected for participation in the Agency's Midcareer Training Program. It is designed to provide generalist training to prepare midcareerists to assume broader responsibilities and executive positions in the future. It is now offered four times a year for a period of six weeks. (Until 1967 it was given only three times annually.) The thirty-two members of each course are from the four Directorates and the Office of the Director, each of which has an established quota. Final approval of candidates is made by the Training Selection Board about five weeks before a course starts.

25X1A The Midcareer Course is divided into three phases. The first, conducted at the [REDACTED] by OTR instructors, presents the Managerial Grid. The substance of this week is the same as that in the Managerial Grid Seminar, with its concern for understanding and applying effective managerial practices.

25X1A The second phase, conducted for the most part also at the [REDACTED] is concerned with the activities, problems, and interorganizational relationships of the Agency, and, to a lesser extent, with the activities of certain other members of

the Intelligence Community. Senior officers of CIA and other organizations represented in the U. S. Intelligence Board discuss questions of intelligence collection and evaluation at top levels of consideration. In addition to lectures, this phase includes group discussions, student presentations, and selected readings.

Phase three focuses on the involvement of the United States in international affairs. The classroom presentations are given at OTR facilities, 1000 N. Glebe Road. Speakers for this segment are from agencies and departments of the U. S. Government as well as from the academic world. Also during this last phase there is a four-and-a-half-day field trip to selected military or space centers in the United States. Among these are Strategic Air Command Headquarters at Omaha, Nebraska; the Minuteman Missile Complex at Cheyenne, Wyoming; North American Air Defense Command Headquarters at Colorado Springs, Colorado; the George C. Marshall Space Flight Center at Huntsville, Alabama; the Manned Spacecraft Center at Houston, Texas; and both NASA and U. S. Air Force installations at Cape Kennedy, Florida. The field trip serves as a dramatic manifestation of the U. S. posture in the space age and highlights the contribution of intelligence components to this posture.



# NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

## Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

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## Self-sponsorship:

According to [REDACTED] para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [REDACTED]. For information on registration, call ETB/RS/TR, extension [REDACTED].

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## INTERAGENCY TRAINING PROGRAMS

### Civil Service Commission

#### EFFECTIVE COMMUNICATION FOR PERSONNEL SPECIALISTS 10 - 12 July 1900 E Street, N. W.

This three-day program is designed to improve the communications skills of those on whom falls the responsibility for explaining and interpreting the Federal personnel system to management, to employers, or to their organizations. Participants develop their ability to express themselves orally and in writing through workshops which center on the solution of problems related to the flexibilities of the Federal personnel system. For persons in grades GS-9 through GS-13 serving in technical personnel management positions. Cost: \$85.

#### INTRODUCTION TO PERSONNEL MANAGEMENT 17 - 21 July 1900 E Street, N. W.

This program offers an integrated and systemized introduction to the total personnel function for persons just entering the field. Special emphasis is placed on the interrelationships of the specialty areas and their relationships to the total field of personnel management and total management. Topics include: Defining and analyzing the role and place of personnel management; identifying and discussing the objectives and content of major personnel functional areas and their interrelationships; isolating special skills and knowledge required for success in the field of personnel management; the role of the behavioral sciences in the development of the personnel management field; current trends and developments in the field of personnel management. For personnel in grades GS-5 through 9 who are beginning careers in the field of personnel management. Cost: \$55.

#### WORKSHOP IN EQUAL EMPLOYMENT OPPORTUNITY FOR CONTRACT COMPLIANCE OFFICERS 17 - 21 July

To train persons who conduct reviews to determine whether recipients of Federal funds are adhering to the civil rights requirements of respective agencies. Special consideration is given to problems of implementing the equal employment policy of the Government in situations involving a contract between a Federal agency and a private organization or private industry. This training may be done in conjunction with the Office of Federal Contract Compliance. Cost: \$90.



Civil Service Commission (cont)

JOB CLASSIFICATION AND THE MANAGEMENT PROCESS  
31 July - 4 August 1900 E Street, N. W.

A fundamental program on the nature of job classification in personnel administration and how it contributes to the management process. Stresses the integrated nature of personnel management. Intended for employees newly assigned or to be assigned to a job evaluation or position classification activity. For GS-5 - 9. Cost: \$150.

MANAGEMENT OF GOVERNMENT FINANCES  
21 - 25 August 1900 E Street, N. W.

This institute is intended to provide participants with a general understanding of problems, new developments, and trends in financial management, as well as a broad view of the nature, purposes, and systems of financial management in the Federal Government. Reading and discussion covers the role and relationships of Congress in financial management, the role of the Federal Government in the national economy and current economic problems, the nature and uses of PPBS, budgeting, accounting, and auditing. Nominees should hold positions in the financial management field or in operating programs which involve significant financial management responsibilities, and should be in grades GS-13 through GS-15. Cost: \$150.

SEMINAR IN POSITION MANAGEMENT  
28 - 30 August 1900 E Street, N. W.

This seminar is directed toward establishing a systematic approach to determining the need for positions. Participants, working in small groups, resolve problems dealing with design of work, alternatives of organizational structure, motivational aspects, control systems, and utilization. Emphasis is on total management and the team approach. Each participant is expected to bring pertinent information about an actual organizational component of his agency upon which to apply the concepts brought out during the course. Priority in admission will be given to agencies providing a team consisting of representatives from the personnel staff, management analysis staff, budget staff, and a line official. Each member of the team should have a well-rounded background in his area. Cost: \$125 per participant.

Civil Service Commission (cont)

THE ROLE OF THE FEDERAL MANAGER IN EQUAL EMPLOYMENT  
OPPORTUNITY

2 - 4 August

1900 E Street, N. W.

Federal supervisors and managers should obtain from this course:  
1) Increased factual understanding of the background of discrimination and equal employment opportunity; 2) A greater appreciation of the realistic effects of discrimination; and 3) Suggestions for the development of a positive program in conformity with national policy, involving personal commitment and involvement. For supervisors and managers GS-9 - 14. Cost: \$125.

FINANCIAL MANAGEMENT AND PPBS TRAINING

As a part of its recent reorganization of the structure of its Interagency Training, the Civil Service Commission has established a new Financial Management and PPBS Training Center. The intention is to provide expanded opportunities for officials in Government agencies to obtain training at both basic and advanced levels in these areas so that valid innovations and applications, particularly in financial matters, may be rapidly comprehended throughout the Government. The Center's curriculum, therefore, includes broad survey programs, courses in fundamentals and techniques, more advanced courses in specific analytic techniques, and specialized programs for specific occupational fields. As a part of the Civil Service Commission's Interagency Training Program, selected offerings of the Financial Management and PPBS Training Center will be announced periodically in the OTR Bulletin.

GENERAL MANAGEMENT TRAINING

The Civil Service Commission's General Management Training Center provides training designed to bring both line managers and management staff specialists together to learn that body of knowledge that is of mutual value to them and to consider problems in relating their respective activities most effectively in achieving organizational objectives. It is intended to provide an understanding and perspective of total management. Attention is given to how each management specialty relates to others and to line management. Courses are generally grouped by level of management: executive for the top level; management for managers above first-line supervision but without full authority or responsibility as program managers; supervisory for first-line supervisors; entry level for recently recruited college graduates; substantive and functional training where a significant interagency training need is not met elsewhere. These courses should be considered as supplementary to OTR's management courses. Appropriate listings and schedules will be announced in the OTR Bulletin and through other OTR channels.

Foreign Service Institute

AREA AND COUNTRY SEMINARS

The Area and Country Seminars are for government officers who are expected to be assigned to the area or who are otherwise responsible for some aspect of U. S. operations in the area. The purpose of each is to enable such officers to acquire a broad understanding of the political, economic, military, social, and cultural factors which should be taken into account in carrying out their principal responsibilities both in the general area and in the country of assignment. Requests to attend a seminar must be initiated with the Training Officer through a supervisor. Tuition for each three-week course is \$350. FSI will cancel a course for which there is insufficient registration. Starting dates of courses for the last half of 1967 are:

	Jul	Aug	Sep	Oct	Nov	Dec
Atlantic Community	---	21	---	16	---	---
Eastern Europe and USSR	---	21	---	---	13	---
Latin America	24	21	18	16	13	---
Near East and North Africa	24	21	18	16	13	---
Africa, Sub- Sahara	24	21	18	16	13	---
South Asia	24	21	18	16	13	---
Southeast Asia	24	21	18	16	13	---
East Asia	---	21	---	---	13	---
Vietnam	---	21	---	16	---	---
Communist China	---	---	---	16	---	---

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# Directory of Training Officers

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## SENIOR TRAINING OFFICERS

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O/DCI  
DDI  
DDP  
DDS&T  
DDS



7E-07  
2E-52  
3C-29  
6E-68  
GB-37

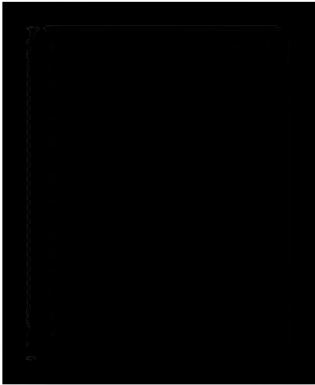
## TRAINING OFFICERS

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CIA INTERNAL USE ONLY

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CIA INTERNAL USE ONLY

DCI

O/IG  
    Inspection Staff  
    Audit Staff  
General Counsel  
Cable Secretariat  
O/PPB  
ONE



7D-49  
1201 Key  
7D-07  
1A-53  
6E-25  
7E-47

DDI

O/DDI  
CGS  
IAS  
OCR  
ORR

2E-52  
7E-35  
2E-61  
4F-19  
4F-19

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DDI (cont)

OCI  
OBI  
DCS  
[REDACTED]  
NPIC

STATSPEC

6G-29  
1001 Magazine  
902 Key  
1004 Key  
[REDACTED]

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DDS

Administration  
Communications  
Finance  
Logistics  
Medical  
Personnel  
Security  
Training

GB-37  
GD-09  
1211 Key  
1215 D Ames  
1D-4044  
5E-56  
4E-71  
839, 1000 Glebe

DDS&T

FMSAC  
OCS  
OEL  
ORD  
OSA  
OSI  
OSP

1A-35  
GD-0404  
2F-39  
611 Ames  
5B-2806  
6F-24  
5G-03

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# Office of Training

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O/DTR	Director of Training Deputy Director of Training	John Richardson	Rm 819, Glebe Rm 819, Glebe
SCHOOLS	Intelligence Language Training  Operations International Communism Support		Rm 711, Glebe 2107 Washington Bldg Annex, Arl Towers Rm 620, Glebe Rm 639, Glebe Rm 632, Glebe
STAFFS	Career Training Program Plans and Policy Registrar Deputy Registrar Adm, Info, Records External Training Support		Rm 743, Glebe Rm 807, Glebe Rm 839, Glebe Rm 839, Glebe Rm 832, Glebe Rm 835, Glebe Rm 820, Glebe
INSTRUCTIONAL SYSTEMS STUDY GROUP	Coordinator		Rm 510, Glebe

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